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EX-528935

MEMORANDUM FOR: General Counsel
Director of Security
Auditor-in-Chief
Comptroller
Chief, Logistics Office
Chief, Medical Staff
Chief, Management Staff

SUBJECT : Deputy Director (Administration) Training Program

1. How effectively the Deputy Director (Administration) organization performs the administrative operations for which it is responsible is dependent on the performance of the people who are assigned to our offices. Good management, therefore, dictates that we see to it that everything which is reasonably possible is done to equip DD/A personnel with the skills and knowledge required for efficient performance.

2. Training is inherent in supervision. It begins with the individual breaking-in instructions given to new employees and continues with the day-to-day personal contacts through which employees develop pride in their work, a sense of responsibility, and the capacity for tasks of increasing difficulty.

3. In addition to the individual instruction involved in normal operating relationships and blending directly into a normal work situation, there is a clear necessity for certain types of planned and organized training programs. Some of these programs are Agency-wide in scope and are sponsored directly by the Office of Training. Some others are responsive to requirements localized to individual offices, and are directed mainly by these offices.

4. Overall, I believe that it is now essential that we plan for a more unified, balanced program of training for the entire DD/A organization. Such a program must rest upon a sound recognition of the training requirements which accompany the aim of improved performance. Logically, the best sources of information upon which to base training activities are supervisory officials themselves.

5. In order to set in motion a training machinery which is geared specifically to the needs of the central administrative offices, there is established a permanent Training Policy Committee, to report in an advisory

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capacity to the Deputy Director (Administration). The Committee membership will represent each DD/A component, and will be under the chairmanship of a staff officer of the office of the Deputy Director (Administration). Members of the Committee, who will be appointed by the Deputy Director (Administration), will be high level line or staff officials whose assignments are such as to give them a good grasp of the training needs and problems of their respective offices.

6. The functions of the Training Policy Committee include, but are not necessarily limited to, the following:

a. Recommend to the Deputy Director (Administration) specific training policies for application to all DD/A offices.

b. Advise the Deputy Director (Administration) on what training programs are needed, particularly programs affecting personnel of more than one DD/A office.

c. Review and coordinate training activities already under way, to keep them closely and practically geared to operations.

d. Assist individual DD/A training officers in planning and carrying out training tasks.

7. Appointment of Committee members will be indicated by separate notification.

L. K. WHITE
Deputy Director
(Administration)

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